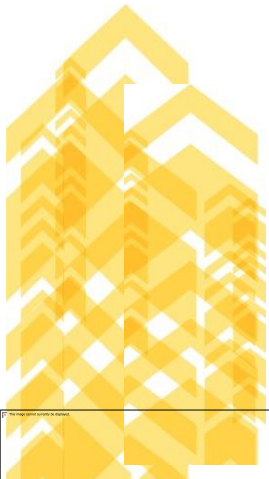# Wichita Police Department Organizational Assessment

Wichita State University
Hugo Wall School of Public Affairs
Center for Urban Studies

February 12, 2015

PURPOSE of the ASSESSMENT

1. To provide recommendations for the selection process for the next chief of police.

2. To provide a blueprint for the future direction of the Wichita Police Department.

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PURPOSE of the ASSESSMENT

Four Specific Requests

1. Conduct Best Practice Research including Racial Profiling and Community Policing

2. Engage Internal and External Stakeholders

3. Review Critical Information

4. Recommend Selection Process for the Next Chief of Police

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Engagement

External Stakeholders (20+ Meetings)

- Law Enforcement Partners

- Community Groups

- Special Interest Organizations

- Community Discussion

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Internal Stakeholders

Goal was to provide as many employees as possible with the opportunity to provide input:

- A total of 275 employees (36%) were invited to participate.

- In the end, 195 employees (nearly 25%) attended a focus group or make-up session.
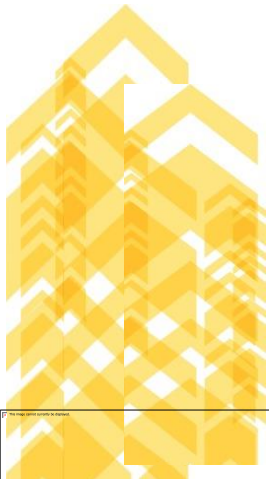
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Common Themes

About the Department

- Strengths
  - Quality Staff
  - Community Policing
  - Specialty Units

- Weaknesses
  - Training
  - Communication
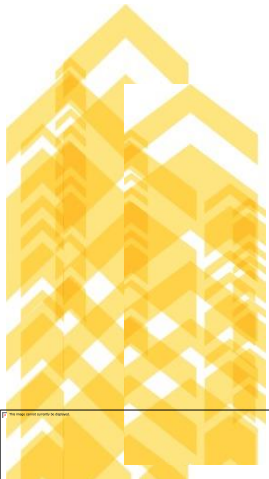 - Recruitment
  - Technology/IT

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Common Themes (cont.)

Police Department Leadership

- Strengths
    - Partnerships with External Law Enforcement
    - Transition Leadership Team
    - Community Policing

- Weaknesses
    - Communication
    - Training
    - Discipline and Professional Standards

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Common Themes (cont.)

Community Relations & Engagement

- Strengths

  - Community Policing

  - Special Programs

- Weaknesses

  - Communication

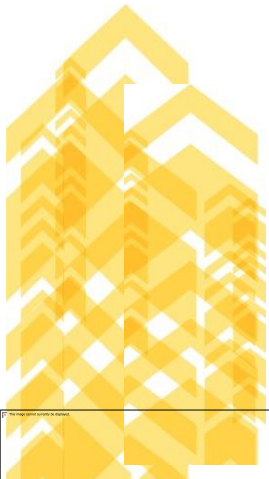 - Community Policing and relationships with specific community groups

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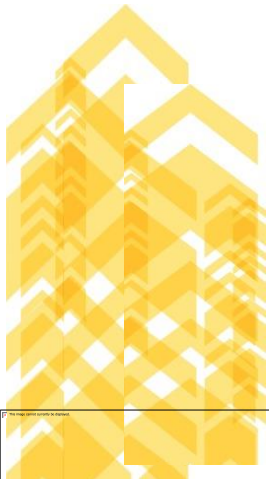
Common Themes (cont.)

Tangible Improvements (next 2 years)

- Training

- Technology

- Recruitment

- Communication and Community Relations

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Community Relations Issues

Community Policing: Recommendations

- Hire a forward-thinking chief committed to community policing

- Engage officers and community members, including business, nonprofits and other city departments

- Connect Intelligence-Led Policing, Predictive Policing and other tools with community policing

- Move away from beat coordinators to a comprehensive approach and to create an agile implementation plan for target areas, while still ensuring a community liaison

- Increase training on the philosophy and implementation to improve integration in the department and a holistic approach

- Develop a transition team of internal and external stakeholders

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Community Relations Issues (cont.)

Body Cameras

Recommendation

Continue with implementation and communicate progress regularly with community

Citizens With Mental Health Issues

Recommendations

- Develop an implementation plan for all officers to attend a mental health first aid course

- Work with COMCARE to expand training

- Seek advice about current topics and trends from community mental health organizations

- Define specific targets to set the number of trained officers per bureau and shift available for calls

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Community Relations Issues (cont.)

Racial Profiling

Recommendations

- Make racial profiling training, or fair and impartial police training, and cultural diversity/sensitivity training as hands- on as possible

- Invite members of the minority community to the police training environment to participate in profiling and cultural diversity training sessions

- Incorporate the themes found in *"Perceptions of Racial Profiling"* into training just as KLETC has

- Make a special link to these policies on the department website

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Community Relations Issues (cont.)

Racial Profiling (cont.)

Recommendations: The Pretext Stop

- Inform the community on pretext stops during community forums on racial profiling

- Policy and training should reinforce that objective and circumstantial evidence during each stop and encounter will be the standard for administrative review

- WPD is reviewing and updating current policies to require officers to prepare an Incident Report documenting the facts and details of pretext stops

- Professional Standards will perform periodic audits of these incident reports

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Reflection of the Community

- Compared department demographics to community demographics and labor force demographics on race, ethnicity and gender.

- WPD is less diverse than the Wichita community, especially in gender and Hispanic representation.

- However, the diversity discrepancy is less when compared to the labor pool.

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Community Relations Issues (cont.)

External Communication

Recommendations

- Standardize approach on significant issues
- Create a proactive educational campaign
- Provide resources for additional public information assistance and volunteer support
- Hold regular or semi-regular community meetings with all minority communities to discuss racial profiling and other issues

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Police Department Advisory Board

- Establish a new Department Advisory Board to serve as an advisory board for the police department on critical community and department issues.

- Improve relations between WPD and the community and be available to provide a community perspective on important policies, programs and department priorities.

- Utilize a subset of this Advisory Board to serve as a standing committee as the City Manager Review Board.

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Community Relations Issues (cont.)

Police Department Advisory Board (cont.)

- Select 15-20 members; final appointments made by City Manager with input from Mayor and City Council

- Provide minimum of 30 hours of training prior to service on the Board with ongoing training as part of continued membership

- Review 18 months after the hiring of the new chief of police.

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City Manager Review Board (CMRB)

- Will review cases concerning professional and administrative conduct appealed by a citizen if the citizen disagrees with findings of Professional Standards.

- Will also hear direct requests from citizens to review officer conduct or may request review of a specific incident. If the case has NOT been reviewed by WPD, the case will be sent to Professional Standards.

- CMRB will review the report and findings with Professional Standards. CMRB will have the opportunity to ask questions of Professional Standards.

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Community Relations Issues (cont.)

City Manager Review Board (CMRB) (cont.)

- IF CMRB disagrees with Professional Standards, they may request additional investigation, including contacting other witnesses or data.

- After further investigation, all information will be shared with the chief of police. The CMRB will have the opportunity to meet with the chief.

- If the CMRB, upon meeting with the chief, does not support the findings of Professional Standards, the case and all findings are forwarded to the City Manager for a final decision.

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Administrative Issues

Administrative Issues *(cont.)*

Nonemergency Calls and Priorities

- Between 2009-2014

  - Dispatched calls decreased 10%

  - Priority E calls increased 17%

  - Priority 1 calls increased 8%

  - Priority 2 calls decreased 17%

  - Priority 3 calls decreased 13%

  - Priority 4 calls decreased 65%

  - Priority 5 calls increased 73%

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Administrative Issues (cont.)

Nonemergency Calls and Priorities

Response time from dispatch to arrival for Priority 1 calls has increased by 20% or by a full minute.

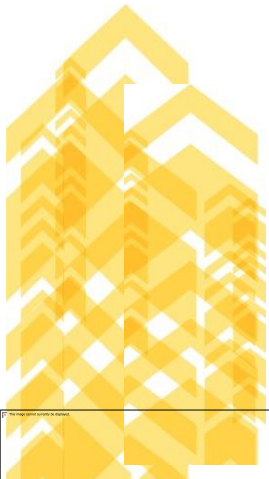|	Benchmark	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual
ICMA	4.95	4.94	5.08	5.20	5.37	5.88	5.93
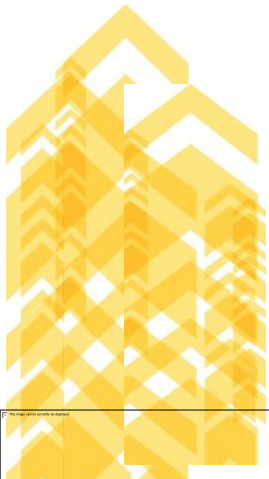
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Administrative Issues (cont.)

Workload - Overtime 2008-2014

	2008	2009	2010	2011	2012	2013	2014
Total hours	10,796	12,626	10,509	13,301	15,202	11,504	12,778

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Administrative Issues (cont.)

Recommendations

- Complete a workload assessment, time study, to understand the best use of time for each officer

- Complete a staffing analysis to ensure that an appropriate allocation and deployment of officers is meeting current service demands.

- Communicate trends and current actions

- Further investigate the significant changes in the types of calls

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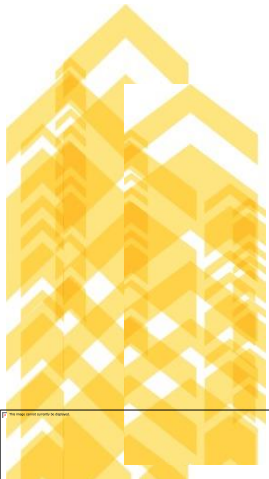# Administrative Issues *(cont.)*

Leadership Transition

Currently:

91% of captains

39% of lieutenants

49% of sergeants

39% of detectives

… have less than 5 years of tenure in their current positions

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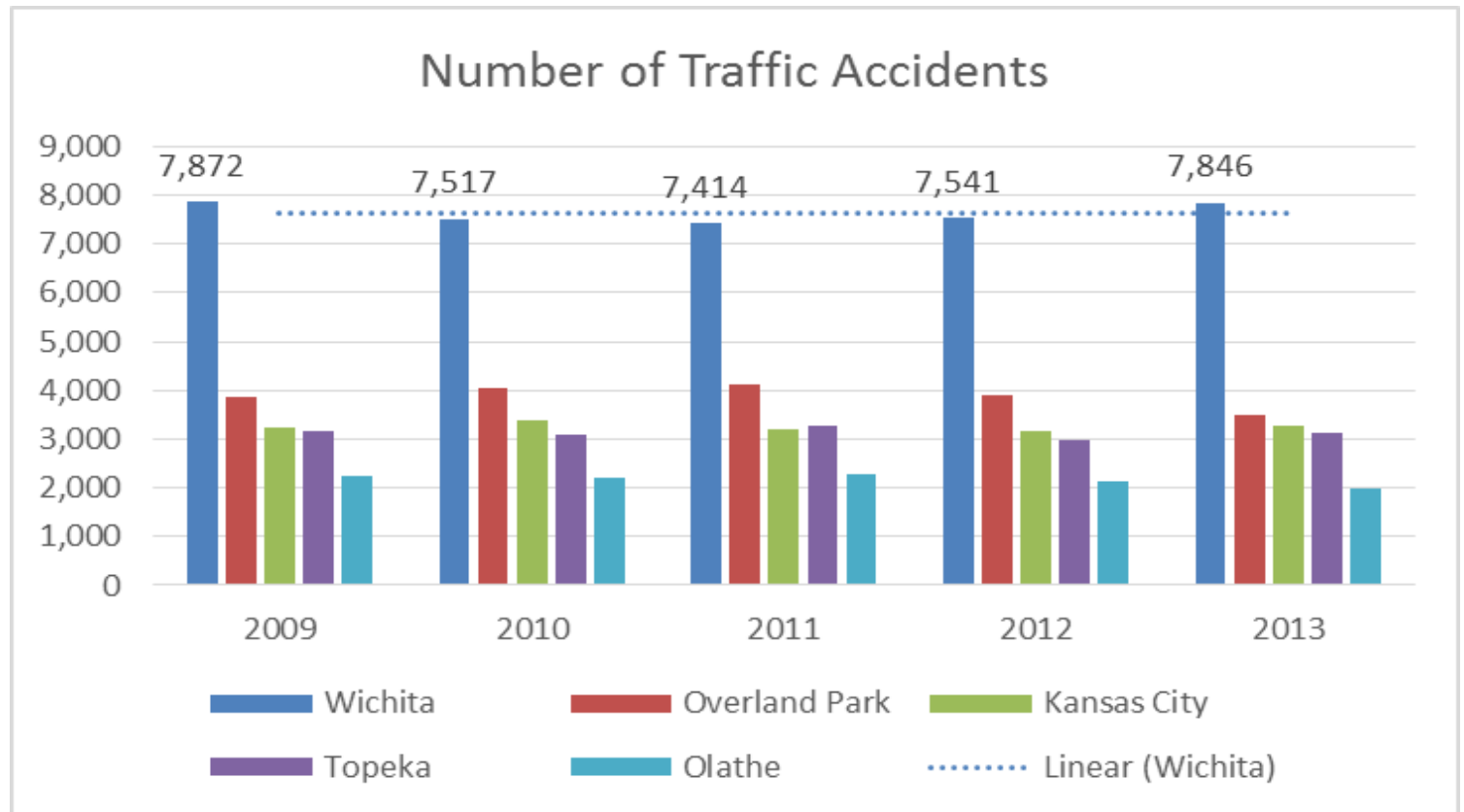
Leadership Transition

Recommendations

- Establish a leadership and management development program to support department leadership and develop next generation

- Recognize examples of outstanding leadership and communicate it

- Hire a chief that values professional and personal development with a proven record

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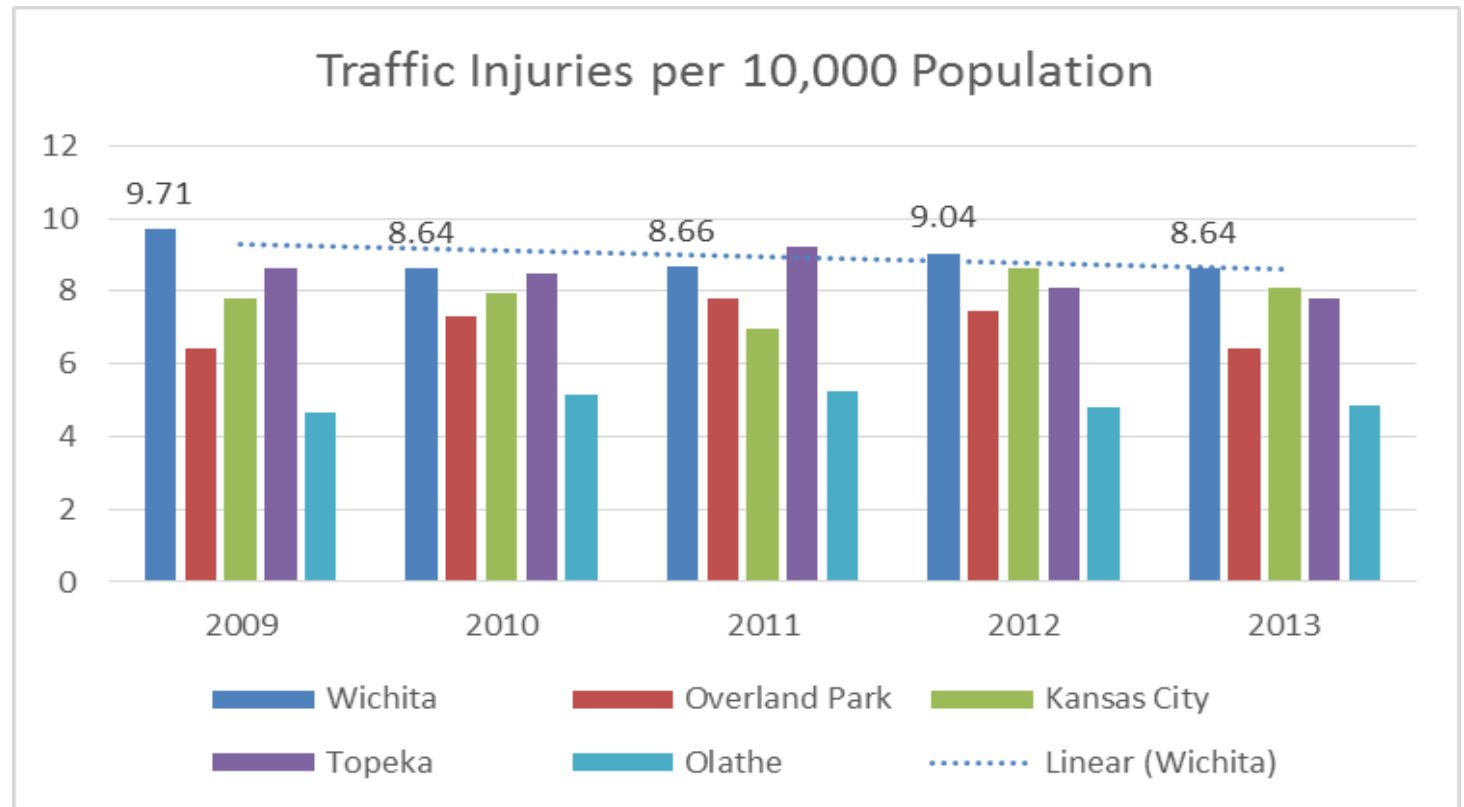
Administrative Issues (cont.)

Traffic Accidents

Number of Traffic Accidents

Administrative Issues (cont.)

Traffic Injuries

Traffic Injuries per 10,000 Population

Wichita | Overland Park | Kansas City | Topeka | Olathe | Linear (Wichita)

2009: 9.71
2010: 8.64
2011: 8.66
2012: 9.04
2013: 8.64

Administrative Issues (cont.)

Traffic Unit

Recommendation

Evaluate the impact of reinstating the traffic unit or developing alternatives to address officer time on traffic accidents and to decrease accidents.
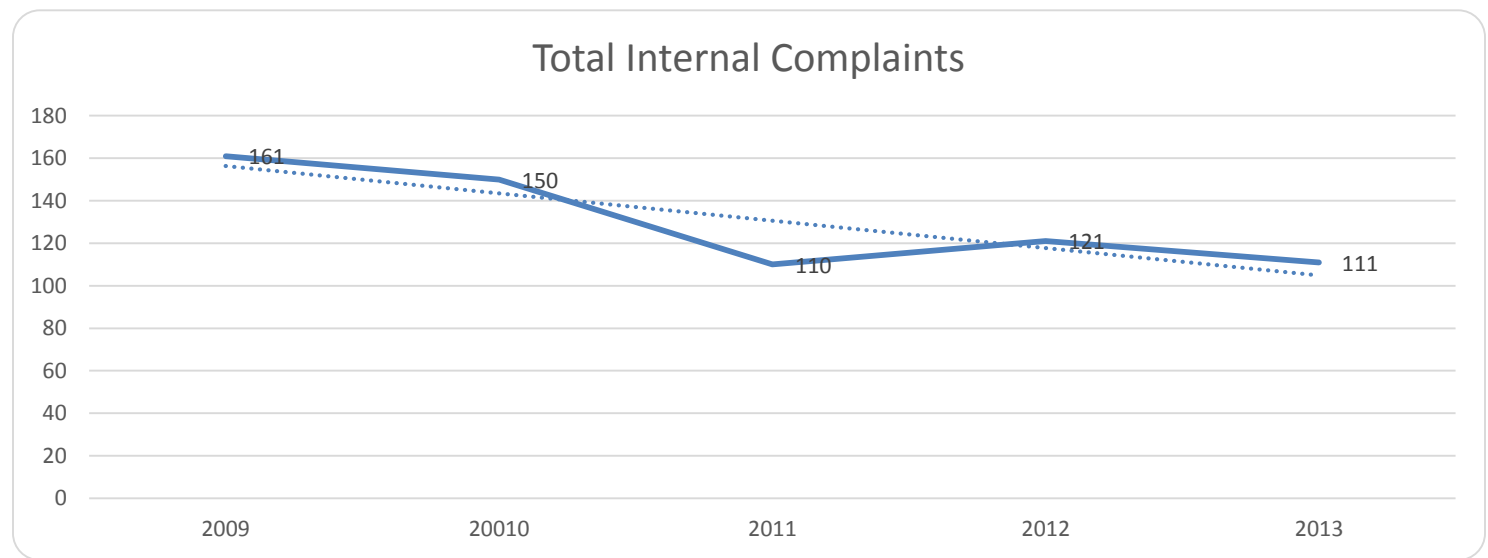
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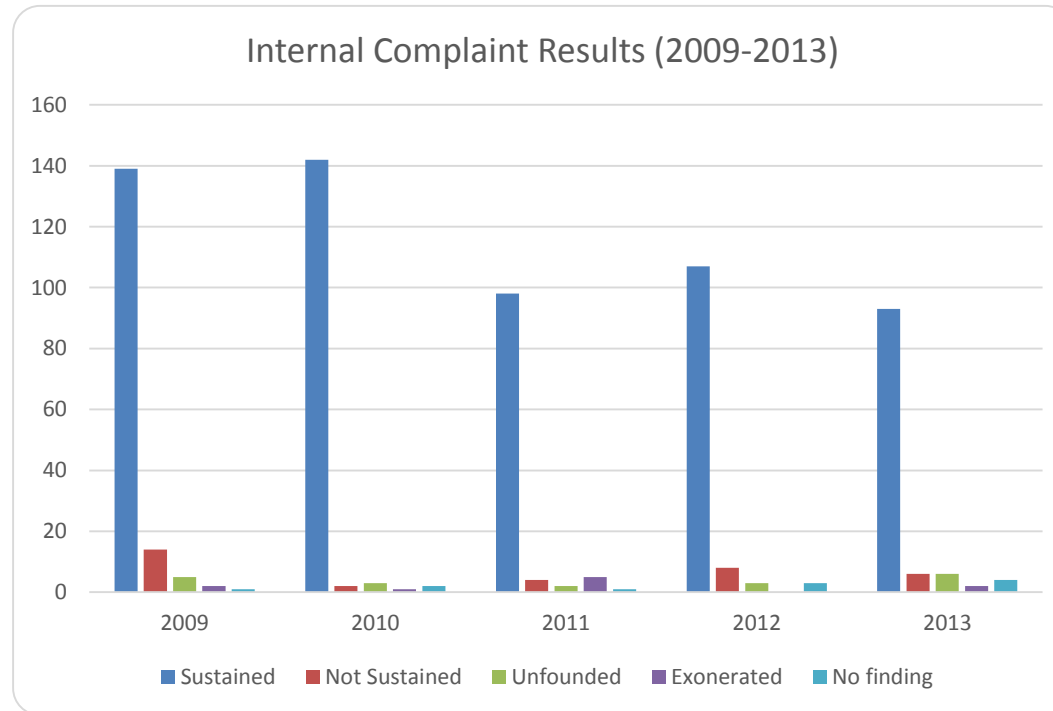UNIVERSITY
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Discipline

The number of internal complaints from 2009-2013 decreased.

Total Internal Complaints

Year	Complaints
2009	161
20010	150
2011	110
2012	121
2013	111

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Administrative Issues (cont.)

Discipline

Internal Complaint Results (2009-2013)

Legend: Sustained, Not Sustained, Unfounded, Exonerated, No finding

Administrative Issues (cont.)

Discipline

Total External Complaints 2009-2013
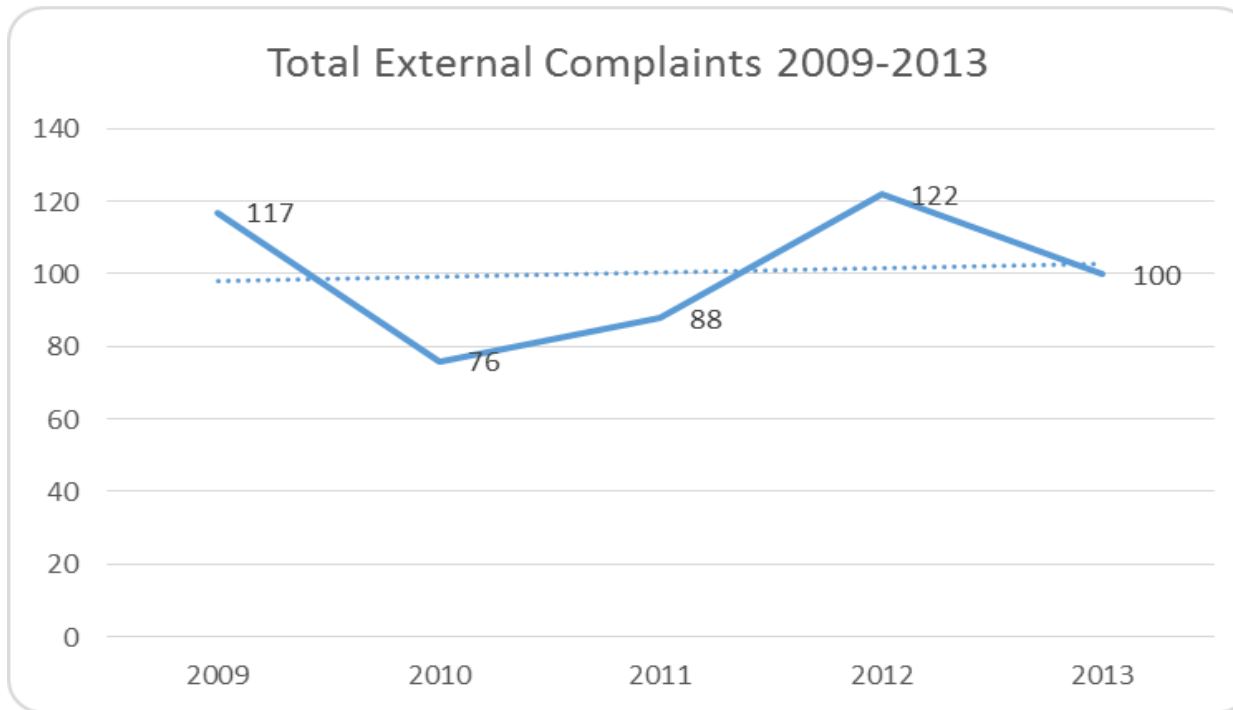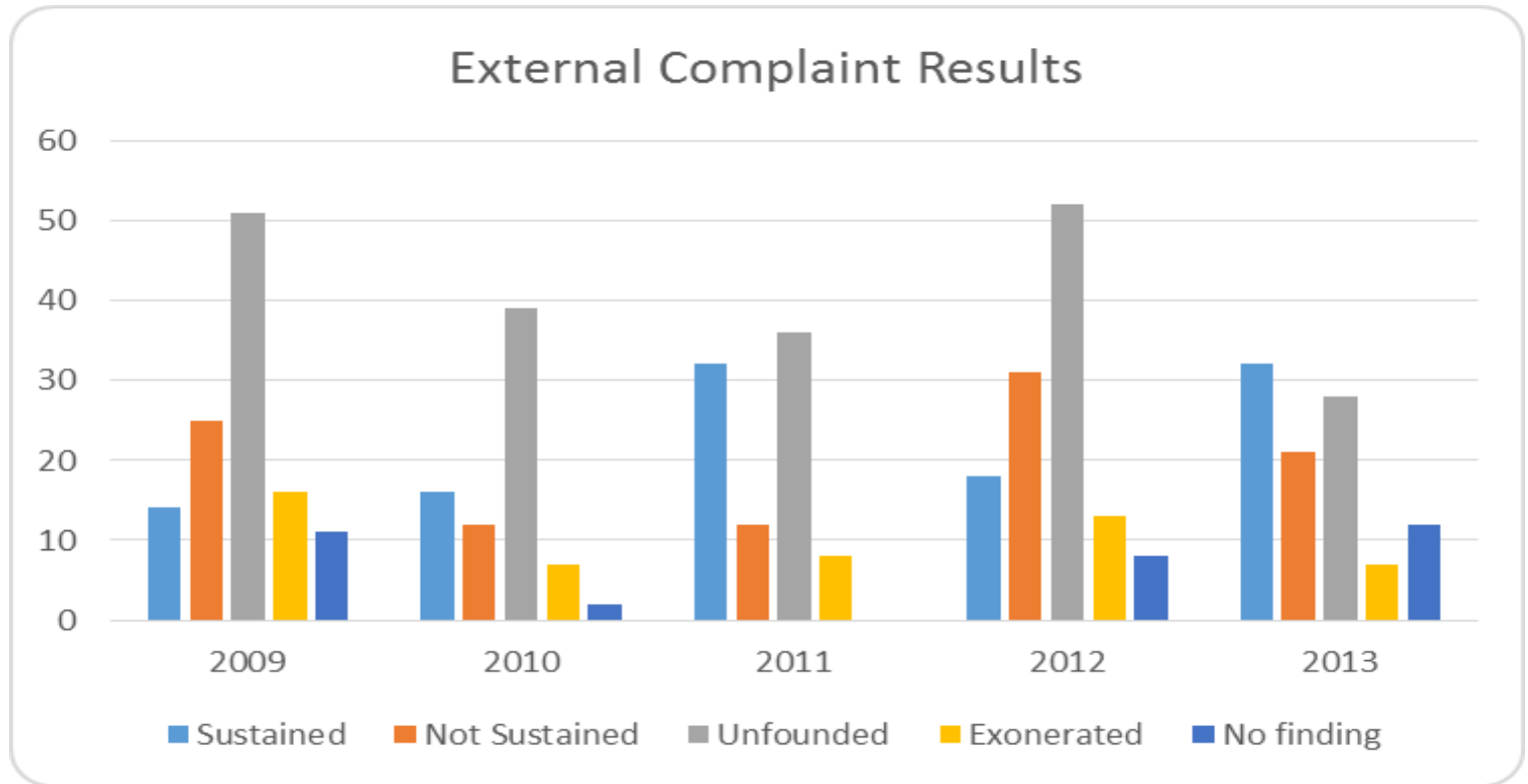
Administrative Issues (cont.)

Discipline

Administrative Issues (cont.)

<u>Discipline</u>

Recommendations

- Communicate information to the public to create transparency

- Review the effectiveness of the Department's discipline code and penalty matrix relative to desired outcomes

- Review training resources and the Department's capacity to provide remedial and developmental training in a timely manner.
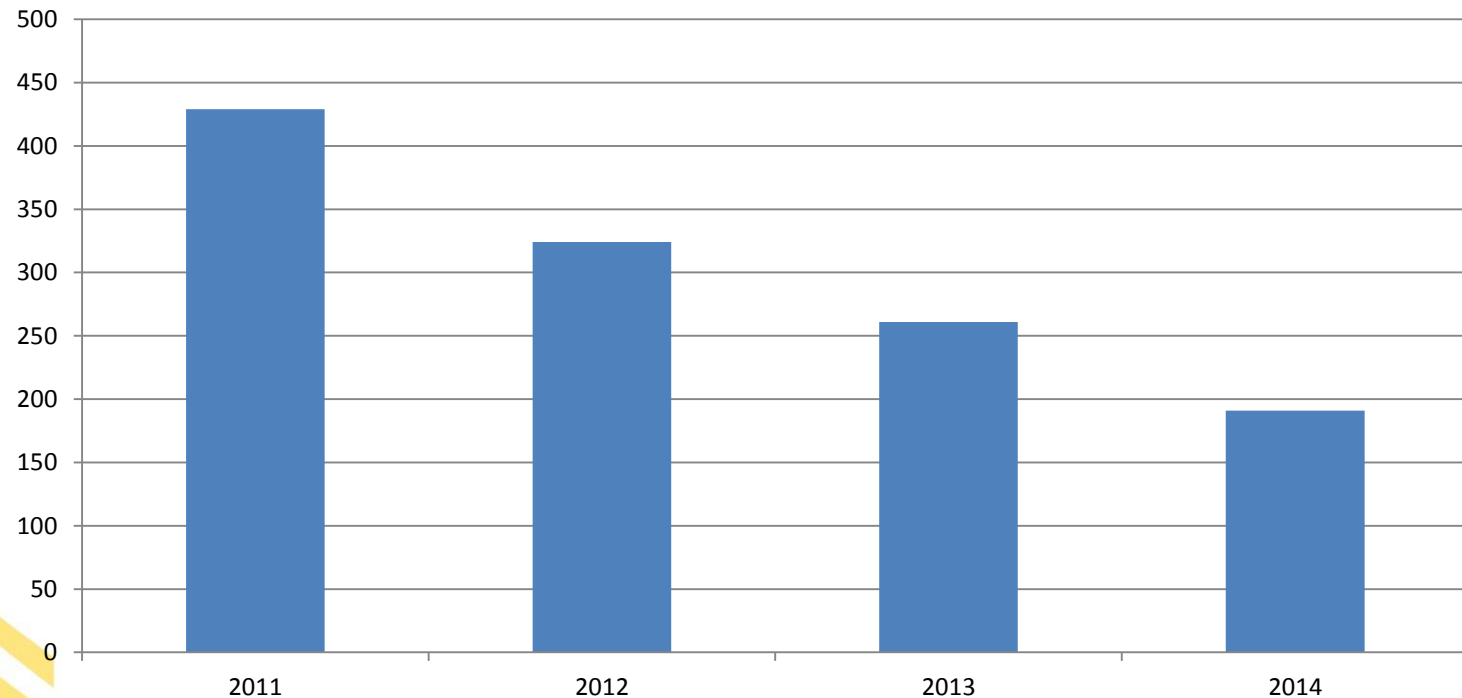
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Administrative Issues (cont.)

Recruitment
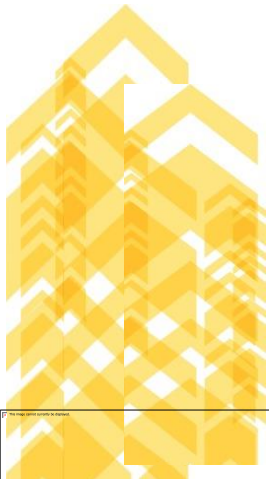
The Number of Applications has Decreased 55%

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Administrative Issues (cont.)

Recommendations

- Conduct focus groups with recent applicants about the recruitment process to determine strengths and weaknesses

- Conduct a process review with internal group of current and former WPD training staff, FOP, and HR to determine opportunities to improve

- Analyze impact of current marketing efforts

- Identify target markets for recruitment

- Develop a marketing plan and materials for external and internal marketing efforts

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Administrative Issues (cont.)

Training

Recommendations

- Determine course of action on training facility
- Identify external resources that can be used to reduce cost of training
- Create continuous supervisor and leadership training
- Partner with external law enforcement
- Hire non-commissioned staff person to provide consistency

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Administrative Issues (cont.)

Inter-Agency Relations

Recommendations

- Conduct meetings with regional law enforcement
- Develop work plan to investigate and report potential cooperative efforts between WPD and Sedgwick County
    - Co-locate Narcotics
    - Co-locate Property and Evidence
    - Co-locate Records Section
    - Shared polygrapher
    - Technology
    - Regional Training for Police Leadership and Management

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Administrative Issues (cont.)

Brady-Giglio Impact

Recommendations

- Continue to monitor the national understanding of the law

- Initiate a "fit for duty" screening for current officers who have been determined by the district attorney to have negative credibility

- Once complete, and in communication with the FOP, finalize the status of officers who have not passed the "fit for duty" screening

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Next Chief of Police

Responses from all focus groups and one-on-one interviews about the required qualities of the next chief of police were fairly consistent.

- excellent communication skills
- proven leader in metro environment
- ethical & professional
- create healthy relationships with community and partners

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Recommendations

- Engage a firm that specializes in hiring police chiefs

- Establish a *Community Advisory Search Committee*

- Develop a stakeholder (internal and external) engagement and feedback process for the finalists

- Conduct thorough background check

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